MULTIMEDIA UNIVERSITY

STUDENT ID NO

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# MULTIMEDIA UNIVERSITY

# FINAL EXAMINATION

**TRIMESTER 1, 2019/2020**

## BKM2014 – KNOWLEDGE MANAGEMENT

(All Sections/Groups)

25 OCTOBER 2019
3.00 p.m – 5.00 p.m
(2 Hours)

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## INSTRUCTIONS TO STUDENT

1. This question paper consists of 3 pages with 4 Questions only.
2. Attempt **ALL** questions. The distribution of the marks for each question is given.
3. Please write all your answers in the Answer Booklet provided.

Attempt **ALL** questions.

## QUESTION 1

(a) Knowledge is said to have its own characteristics that differentiate it from data and information. Explain the **FOUR (4)** characteristics of knowledge. (8 Marks)

(b) The Knowledge Management Cycle (KMC) indicates the ways that organizations handle knowledge at various stages of their life in organizations. It shows us systematically how information is transformed into knowledge via creation and application process. One of the major approaches in KMC is Bukowitz and Williams Knowledge Management Cycle. Describe this cycle with the aid of a labelled diagram. (10 Marks)

(c) Discuss the advantages and disadvantages of Socialisation process in Nonaka and Takeuchi's Knowledge Spiral (SECI) model. (7 Marks)

(Total: 25 marks)

## QUESTION 2

(a) In order to capture tacit knowledge, a few major approaches have been proposed. Describe **THREE (3)** major approaches to knowledge acquisition as outlined by Parsaye (1988).

(9 marks)

(b) You are stranded on a deserted island. Mushrooms of various types grow widely all over the island, but no other food is to be found anywhere. Some of the mushrooms have been determined as poisonous and others as not (determined by your former companions' trial and error). You are the only one remaining on the island. You have the following data to consider:

| Example | Not Heavy | Smelly | Spotted | Smooth | Edible |
|---|---|---|---|---|---|
| A | Y | N | N | N | Y |
| B | Y | N | Y | N | Y |
| C | N | Y | N | Y | Y |
| D | N | N | N | Y | Y |
| E | Y | Y | Y | N | Y |
| F | Y | N | Y | Y | Y |

**Continued ...**

Develop a decision tree based on the table above. You have a mushroom that you do not know about but have these characteristics: smelly, spotted and smooth. Based on the decision tree that you develop, determine whether this unknown mushroom is edible or not.

(16 marks)

(Total: 25 marks)

## QUESTION 3

Hewlett-Packard is a large, successful company with over $38 billion in 1996 revenues. The company competes in many markets, including computers and peripheral equipment, test and measurement devices, electronic components, and medical devices. It has 112,000 employees and over 600 locations around the world.

HP is known for its relaxed, open culture. All employees, including the CEO, work in open cubicles. Many employees are technically-oriented engineers who enjoy learning and sharing their knowledge. The company is also known for its decentralized organizational structure and mode of operations. Business units that perform well have a very high degree of autonomy. It is common, however, for employees to move from one business unit to another; this mobility makes possible some degree of informal knowledge transfer within HP.

(a) Based on the mini case above, identify the type of culture that belongs to Hewlett Packard and justify your answer. Discuss the downside of the culture that you identified for HP. (7 marks)

(b) Gruber and Duxbury (2001) has outlined five environments conditions that support the knowledge sharing activity. Describe these **FIVE (5)** conditions. Based on HP case study above, do you think their current environment will support knowledge sharing initiative in the company? Why? (10 marks)

(c) The CEO of HP, Bob Walker is in the process of formulating KM strategy for the company and seek for your advice. As a future KM consultant, advise him **FOUR (4)** tasks that needs to be completed before formulating KM Strategy.

(8 marks)

(Total: 25 marks)

**Continued...**

## QUESTION 4

(a) Describe what is Knowledge Repository and explain the type of knowledge normally stored in repositories. (8 marks)

(b) Describe the roles of KM executives (8 marks)

(c) Callahan (2004) has outlined three classes of incentives needed to encourage people to participate in KM initiative. Discuss these **THREE (3)** classes. (9 marks)

(Total: 25 marks)

**End of Paper**